Michigan Engaging Community Through the Classroom: Willow Run Inter-Disciplinary Project Accomplishments and Proposal

Phase One Scope, Outcomes and Impacts

**Background.** The Michigan Engaging Community Through the Classroom (MECC) Willow Run Inter-Disciplinary Sustainability Project sought to engage residents of Ypsilanti Township’s West Willow neighborhood in enhancing sustainability and energy efficiency through residential weatherization. This under-served neighborhood sits adjacent to the former World War II aircraft (and later General Motors) plant that is now being demolished. The factory building, encompassing 85 acres under one roof, once provided thousands of jobs to the area. The foreclosure crisis, along with the deterioration of employment levels at the plant has hit Ypsilanti Township particularly hard. The neighborhood has seen great disinvestment and experiences disparities in health, school outcomes, and crime. This project’s goal is to develop high-impact, multi-disciplinary collaboration to create a model for underperforming neighborhoods to achieve sustainability and develop innovative social support for sustainability actions as a community value.

In close collaboration with our community partners, we use a community-based participatory process developed in the public health field to develop and execute our aims.\(^1\) The success of our project depends directly on the capacity of our partner organizations and our agility in meeting community needs by deploying a variety of disciplines. We applied frameworks adapted from organizational behavior change literature in business. To create lasting change in behavior, such as household behavior towards residential weatherization and energy efficiency, six domains must be addressed:

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<thead>
<tr>
<th>Individual</th>
<th>Motivation</th>
<th>Ability</th>
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<tr>
<td>Desire to reduce energy bills</td>
<td>Knowledge about energy efficiency options</td>
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<td>Interest in reducing pollution</td>
<td>Resources to pay for energy efficiency supplies and equipment</td>
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<tr>
<td>Desire for energy efficiency or environmental improvement</td>
<td>Technical skills and ability to install energy efficiency equipment</td>
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<tr>
<th>Social</th>
<th>Norms</th>
<th>Information from neighbors about their experience</th>
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<tr>
<td>Social cohesion</td>
<td>Availability of expertise or help in the community</td>
<td></td>
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<tr>
<td>Social support or reinforcement for energy efficiency or sustainability</td>
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<tr>
<th>Structural</th>
<th>Split incentive for landlords/tenants (who pays v. who benefits)</th>
<th>Internet and computer access</th>
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<tr>
<td></td>
<td>Available and use of social media sites for neighborhood like NextDoor</td>
<td>Programs to reduce costs</td>
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<td></td>
<td>Transportation to obtain supplies</td>
<td>Housing stock (what are feasible options)</td>
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<td></td>
<td>Programs to reduce costs</td>
<td>Equipment suppliers</td>
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<tr>
<td></td>
<td>Housing stock (what are feasible options)</td>
<td>Landlord resources and willingness to engage with energy efficiency</td>
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Framework adapted from Patterson et al. 2011 and Vital Smarts\(^2\)

In the long term, our project seeks to intervene in individual household ability (knowledge about energy efficient options), social motivation and ability, and structural ability domains. To do so effectively, the

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\(^1\) Eng, E., Moore, K.S., Rhodes, S.D., Griffith, D.M., Allison, L.L., Shirah, K., and Mebane, E.M. Insiders and Outsiders Assess

project had to first build trust in the neighborhood and develop key partners who could impact the other domains, which are all necessary for change to be adopted and environmental benefits achieved. For example, Habitat for Humanity has plans to retrofit 13 homes in the West Willow neighborhood over the next 3 years and perform repairs on an additional 25 properties. From an existing HUD sustainability grant, Washtenaw County also has modest funding for housing weatherization. Winterization and improving insulation in housing, planting trees to provide cooling in summer, and facilitating renters’ work with landlords to reduce utility bills through efficiency improvements are all ways that this project could reduce the carbon footprint of the neighborhood while improving people’s lives. The main focus of this project is to use demonstrations of residential weatherization to immediately improve residents’ living conditions and reduce CO₂ emissions, while developing long-term partnerships and social networks to support community sustainability and resilience.

**Outcomes.** During our 6-week pilot project in the summer of 2014, we made impacts on these four domains with tangible accomplishments. Our main inter-disciplinary collaboration focused on urban planning, public health, environmental health sciences, architecture, and sociology. With our project funding, we hired an urban planning graduate student who served as a community liaison. We augmented this effort with student volunteers from our project leadership, with a UROP student participating in a first-generation college transfer program, and with Future Public Health Leaders (FPHLP undergraduates from under-represented groups attending a CDC-funded 10-week residential program at the School of Public Health). In total we engaged 36 University of Michigan students and faculty in more than 250 volunteer service hours, plus two exciting spin-off projects detailed below with over 200 hours for the pavilion design and community garden work. Our advisory committee met three times: at the start of the project on May 15, at the half way point on June 23, and at the end of the pilot project in September 2014.

This innovative project leveraged a nascent partnership to create a high-impact model for other low-income communities by adding a novel social support network in two ways: by connecting the Habitat partnership to the U-M community engagement network and to a lesser extent, by experimenting with in-neighborhood credible-source peer-to-peer education and value development. The project is continuing to develop an innovative model to revive aging post-industrial communities by harnessing all existing resources to boost energy efficiency through housing improvements through a gown-and-town collaboration. Underperforming neighborhoods like West Willow want and need help to build the capacity and expertise to become sustainable. Under the umbrella of the MECC initiative, this project has begun to harness powerful allies to reduce emissions and overall neighborhood carbon footprint by improving energy efficiency in rental and single family homes. **Key accomplishments** include:

- Securing DTE Customer Assistance Day for West Willow, valued at $50,000, to help utility customers reduce their utility bills through coordinated energy efficiency service provision and The Heat and Warmth Fund (THAW) to assist up to 25 West Willow customers with their energy bills.
- Creating an innovative architectural design for a community pavilion (see Exhibit 1).
- Gaining the commitment of Ypsilanti Township to have inspectors give landlords energy efficiency information at mandatory inspections.
- Helping neighborhood to move their social media NextDoor site from pilot to permanent status.
The concept for social support was to educate West Willow families about energy improvements to homes and endeavor to turn those households into champions for additional sustainability actions by others. In contrast to the Green Anchors approach that focused on older residents, this project intended to focus on younger female-headed households, but we ran into barriers in entering the community. Nevertheless, we are excited to find new avenues for this engagement. Social networking sites like “Next Door” would be used to engage the community in peer-to-peer networking.

The presence of a U-M student trainee and advisory group ensures a dedicated and evidence-based methodology will be present in discussions of sustainability, starting with residential weatherization and the construction of social support for core values of sustainability.

**Specific achievements** include the following:

- Developed agreement with Ypsilanti Township to distribute energy efficiency brochures to landlords at the mandatory inspection of rental properties every-other-year. We developed this brochure in partnership with the City of Ann Arbor will result in every landlord in the township being given energy efficiency information during biannual inspections (all 6 domains).
- Brought the West Willow neighborhood’s NextDoor social media website from a pilot neighborhood site to a fully launched and accessible neighborhood site. Today there are 40 neighborhood residents using the site, and use is growing (social ability, structural ability). Our goal is to intervene with this social media site to improve social motivation and ability for energy efficiency as well as to enhance social cohesion in the community.
- Catalyzed partnership between existing MECC partners and DTE, which brings funding, expertise and speakers to increase awareness and action on weatherization in West Willow. Our conversations have resulted in a DTE speaker at the September New West Willow Neighborhood Association (NWWNA) meeting, with over 30 residents in attendance. DTE has also committed to an in-neighborhood Customer Assistance Day this fall alongside partner organization The Heat and Warmth Fund (THAW) to assist up to 25 West Willow customers with a potential value of up to $50,000 in resident energy bill assistance. This has also resulted in a commitment of 15 employees to a DTE-specific workday on the first Habitat for Humanity of Huron Valley (Habitat) house purchased in West Willow (individual motivation and ability, social motivation and ability).
- Developed an energy efficiency flyer that highlights Habitat programs, Washtenaw County Office of Community and Economic Development (OCED) programs, as well as in-home efficiency tips. This flyer (Exhibit 2) was passed out door-to-door to over 150 households in the West Willow neighborhood during a Habitat workday, taking advantage of the visible mass of volunteers in the community to further build credibility and trust. This flyer summarizes programs from two different organizations which service overlapping populations, creating a higher level of customer access to information and resources (individual motivation and ability, social motivation and ability).
- In a neighborhood with a high number of children and single parent households, residents identified a top priority need for children’s educational programming during the summer. We developed and presented an energy efficiency lesson that engaged the approximately 15 children...
ages 8-10 in attendance at the West Willow summer camp with take-home materials for their families.

- Engaged two University of Michigan architecture graduate students under the direction of faculty as volunteers to design a community-oriented pavilion adjacent to the West Willow Community Resource Center (CRC) to provide a location for summer camp and additional neighborhood gathering area near community garden (Exhibit 1). The students worked in partnership with Huron Valley Habitat for Humanity and the NWWNA. The pavilion is funded by a Lowes grant to Habitat for Humanity. We applied an exciting combination of disciplines to the project (public health, urban planning and architecture) to suggest an innovative location, design and purpose for the pavilion. To enhance social cohesion in a community with very limited community structures (i.e., no retail or restaurants, no groceries, no recreation facilities, and schools have closed), we advocated for a more prominent position of the pavilion in the front yard, with a more aesthetically pleasing and attractive design, including built-in benches and a way to incorporate landscaping into the structure. Our ideas were embraced by the community residents at a community meeting, but currently are rejected by local officials who prefer a plain “pre-fab” shelter around back. This demonstrates the difficulties of working in under-served communities and the continued need for inter-disciplinary work in this neighborhood to overcome structural constraints related to the built environment as it relates to health outcomes, educational outcomes, and community cohesion (structural ability).

- A UM student from our project volunteered with a NWWNA board member to map the current community garden. This analysis will allow us to come up with a plan for next year that will make better use of the soil, comply with the wants/needs of the community, and better involve leadership at the community center.

- We facilitated the involvement of Public Health Action Student Team (PHAST) members, who will assist with a door-to-door survey of the neighborhood on October 11, 2014.

- As we proposed, we investigated opportunities to involve solar power through innovative roofing materials as a demonstration, but Dow Corporation was not in a position to support this with Habitat at this time.

- Gathered information, advice, and best practices from representatives of Ypsilanti Township, the Michigan Suburbs Alliance, local energy consultants, the Southeast Michigan Regional Energy Office, and others. We focused on innovative peer-to-peer techniques. This research ensures we build from best practices and existing knowledge base (individual and social ability).

- Developed trust relationships with partners that will allow the work to progress further. Building off of the University of Michigan MECC’s presence in the West Willow neighborhood our community liaison worked alongside Washtenaw County OCED, Department of Public Health, NWWNA and Habitat to assist residential weatherization and to advocate for the community (structural ability).

Professional development and awards resulting from the pilot

- Our partner organization Habitat for Humanity hired the graduate urban planning student who was working as the community liaison on the project. She is committed to continuing to mentor the students, should the project be continued.

- The undergraduate sociology student research assistant won a blue ribbon judges’ prize for his project presentation at the UROP symposium. The UROP student was participating in a summer enrichment program for first generation college students transferring from community college.

- Created UM student volunteer service learning in partnership with Habitat, in which over 28 students from multiple disciplinary backgrounds made housing improvements in West Willow and learned about energy efficiency and environmental health sciences. A UM doctoral
Moving Forward

In conversation with our partners and advisory committee, we have determined that there is a great opportunity to continue in top priority areas through community liaisons. This project’s goal remains to develop high-impact, multi-disciplinary collaborative efforts to create models for underperforming neighborhoods to achieve sustainability and develop innovative social support for sustainability actions as a community value.

Broaden focus from residential weatherization to energy efficiency including water conservation and water heating. This will allow us to promote easy first steps, such as more efficient light bulbs and water heating and conservation, which is typically under the control and payment by the landlord and so doesn’t suffer from a structural split incentive. We also learned that residents are unlikely to want to invite unknown neighbors into their homes. Thus, our original idea based on Green Anchor Homes will need to be modified. We still think the idea of a visible, tangible example with social support for the adoption of similar techniques is viable, but the platform will need to be a public space, such as the Community Resource Center.

Continuity and Capacity Building

- We are proposing to conduct a neighborhood assessment of housing stock and potential for upgrades, as well as maps and baseline energy use. The County is developing metrics to determine how to assess neighborhood well-being across the region, and the neighborhood assessment could add sustainability metrics. Habitat has offered to partner with us, providing data from their required neighborhood housing door-to-door survey, beginning in September 2014, with a second survey in 18 months to evaluate program impact. We are assisting them by supplying student volunteers. In addition to the survey, our proposed a separate detailed assessment of age of homes, construction materials, and information about neighborhood cohesion will form the basis of evaluation of changes in the community.

- Continued resident outreach - Our summer of work in West Willow has demonstrated that there is much work to be done in ensuring residents are aware of the many activities starting to take place in their neighborhood. With partners we will continue our marketing and presence in the neighborhood while being cognizant of “planning fatigue” of asking too much of residents. We will create a targeted outreach plan, including a social media campaign for all residents, an outreach campaign targeted to landlords, and high-impact events with our partners to build excitement and social support for adoption of energy efficiency techniques.

- In an under-served community, there is a need for the continued presence of young leaders with disciplinary training who engage in join problem solving via a community-participatory process. Continuity over the summer fits with the community timing and needs, although it is more difficult to engage UM student volunteers when school is not in session. Our proposal envisions full-time community liaisons.

Community Resource Center Demonstration

- In partnership with the County OCED, NWWNA, Habitat and the Township, conduct energy efficiency audit of CRC and install energy efficiency features and signage. Insulation, solar panels, low flow toilets and faucets, Energy Star appliances such as refrigerator and one
● Host two or more events to promote the demonstration and the adoption of similar energy efficiency techniques.
● Investigate if Habitat’s 13 homes with improved weatherization can serve as models and platforms for quantitative evaluation (Habitat is supportive, but this will require homeowner permission).
● Further pavilion work - Habitat for Humanity has received grant funds to construct a pavilion at the CRC, as described above. This work will be completed throughout the fall, leaving little time to enjoy the pavilion this year. In the spring, in coordination with Habitat and the NWWNA we will host a “Spring Thaw” event where the community can come together and engage in some painting and other beautification measures surrounding the pavilion as well as celebrate this new community gathering space. We would feature energy efficiency education, games, and prizes.

Targeted Outreach Campaign – Landlords and Social Media for Residents
● Outreach to landlords – Because of the mortgage crisis, many owner-occupied houses have now become rental properties with a high turnover rate. Landlords own 37% of properties in West Willow. Landlords have not been specifically targeted in energy efficiency programs to date but constitute a key group with significant structural influence over the energy efficiency of the community. Ypsilanti Township has agreed to distribute brochures to landlords regarding energy efficiency during building inspections. Final development of this brochure, its distribution, and further programming will be key to increasing efficiency in West Willow.
● Social media outreach - The West Willow neighborhood’s NextDoor site is now fully launched, but we have the goal to further utilize it to better distribute content. One feature of the site allows neighborhood associations and government entities to post as administrators and this is a feature that will be pursued alongside the NWWNA and Washtenaw County OCED.
● Further DTE Engagement - Our partners at DTE have delivered on their promise of supporting the neighborhood, and have expressed a desire for the relationship to continue. We look to host one of their Community Assistance Day events, in which DTE sends staff to assist those who are behind on their bills with ways to improve energy efficiency to bring down costs. We will take advantage of further opportunities with DTE’s Care Corps and work with DTE to assess overall neighborhood energy use as an evaluation technique.
● Summer camp educational events and Habitat volunteer days are other ways to continue to engage UM students and faculty from a variety of disciplines in the neighborhood, while building neighborhood cohesion and knowledge of sustainability techniques.

Implementation Plan
With oversight from the project’s Principal Investigators, Urban Planning Assistant Professor Ana Paula Pimental Walker and School of Public Health Associate Dean Phyllis Meadows, student research assistants will utilize office space at the Washtenaw County OCED. Two students will work directly with County staff members who oversee the county’s HUD Sustainable Communities Planning Grant projects. County staff has a wealth of experience in on-the-ground sustainability planning as well as the academic backgrounds to support the research-gathering component of the grant. The office also houses staff working on human service issues such as nutrition and emergency support, economic development programs like MichiganWorks!, and a number of housing and infrastructure programs working to improve the built environment of Washtenaw County. Additionally, OCED is spearheading a new initiative in West Willow called the Community Impact Team (CIT), which brings together county staff from multiple
departments and other stakeholder organizations to coordinate services in the neighborhood. Exhibit 3
details the project team and advisory group.

Through lessons learned during the summer, the second round of funding looks to become even more
interdisciplinary. To obtain the skills needed for the proposed project, we will hire two graduate students,
(one from the School of Public Health and one from the Urban and Regional Planning Program) who will
work part-time during the Winter 2015 semester, full-time during Summer 2015 (with the possibility of
including a third student from another discipline), and part-time during Fall 2015 to accomplish tasks
outlined below.

### Timeline and Major Milestones

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<thead>
<tr>
<th>Winter Term 2015</th>
<th>Summer 2015</th>
<th>Fall Term 2015 – Winter Term 2016</th>
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<tbody>
<tr>
<td>2 UM Students, 10 hours/week</td>
<td>3 UM Students, 40 hrs/week</td>
<td>3 UM Students, 10 hours/week</td>
</tr>
<tr>
<td>Develop detailed plan for CRC upgrade with NWWNA, Township and Habitat</td>
<td>CRC energy efficiency installation and open houses</td>
<td>Bring program to another southeastern Michigan community</td>
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<tr>
<td>Landlord and resident information campaign, develop social media marketing plan</td>
<td>2 Summer camp programs, Pavilion art project, Energy efficiency booth at NWWNA summer picnic</td>
<td>Energy efficiency booth at NWWNA Fall festival potluck</td>
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<td>Spring Thaw event with DTE, Habitat, County, Township and NWWNA Pavilion Opening ceremony</td>
<td>Community Assessment – based on NRDC tool and Rajkovich et al. 2014 model as foundation for how County assesses neighborhood well-being</td>
<td>Program evaluation: Social media metrics, energy audit of CRC and energy bills for pre- and post-costs; using industry standards to evaluate CO2 and cost savings of changes for actual residential improvements and potential attributable improvements, Habitat neighborhood survey</td>
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<tr>
<td>Habitat event for student service learning (e.g., surveys, home or neighborhood improvement day)</td>
<td>Continued work with landlords and tenants on water conservation; social media campaign continues</td>
<td>Habitat event for student service learning (e.g., surveys, home or neighborhood improvement day)</td>
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### Detailed Budget

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<tr>
<th>Item</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Student wages</td>
<td>$33,600</td>
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<tr>
<td>Neighborhood Community Resource Center Improvements</td>
<td>$5,000</td>
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<tr>
<td>Energy Efficiency Technology for Residents</td>
<td>$7,000</td>
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<tr>
<td>Hosting/community meetings</td>
<td>$2,400</td>
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<td>Honorarium for Speakers</td>
<td>$500</td>
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<td>Travel reimbursement</td>
<td>$500</td>
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<tr>
<td>Marketing</td>
<td>$1,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$50,000</strong></td>
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The main cost is student labor. We estimate 2 masters students with previous professional experience at $17 for 10 hours a week during the term and 3 masters students for 40 hours per week for the summer and the fall term. CRC improvements will be determined by an energy audit, but we estimated toilet and faucet replacements, insulation, and energy Star refrigerator and computer as well as materials for creating attractive displays to highlight energy savings. For residential energy efficiency technologies, we estimated 50 programmable thermostats at $125 each and $750 in compact fluorescent bulbs and
insulation. For a $25K project, we could hire only 2 students over the summer and not continue into the fall term (student labor of $18,700), and reduce the CRC improvements and energy efficiency technologies for residents. We would make corresponding reductions in scope of activities.

Looking Back: Initial Summer Work Plan

In our initial proposal, the MECC Willow Run Sustainability Project sought to engage residents of Ypsilanti Township’s West Willow neighborhood in sustainability and residential weatherization. Reaching the community proved more of a challenge than expected due to lack of capacity in the volunteer group of NWWNA, summer vacation schedules, a lack of trust of UM among residents, and the cancelation of events such as the summer picnic. While this overall mission remained unchanged, it is important to note that some of the work taken up differed from where the team believed the project was headed.

This project’s goal is to develop high-impact, multi-disciplinary collaborative efforts to create a model for underperforming neighborhoods to achieve sustainability and develop innovative social support for sustainability actions as a community value. While we accomplished several of our initial objectives, we also needed to change our approaches to respond to conditions we encountered. During the initial stages of our pilot project, it became apparent that the capacity of the NWWNA and existing community network did not leave us in a position to immediately begin reaching out to residents. In addition, the summer picnic that we proposed to use as our recruitment event was canceled by the community. Because of the small nature of our pilot, we determined how we could augment efforts of permanent organizations such as Habitat for Humanity, the NWWNA, and OCED and to develop complementary programming initiatives. Through these efforts we made much progress in gaining important insight in the neighborhood, making connections with stakeholder organizations, and building trust with residents.

While we were not able to engage 10 households in starting efficiency upgrade improvements, we have made a large number of households aware of the programs available to them and the great work being done in their neighborhood. This knowledge transfer is the critical foundation necessary to begin direct engagement with residents and to initiate changes to homes in West Willow. We are well positioned with the skills and partnerships to continue this important sustainability work.
Exhibit 1. Community Pavilion Design
By UM Architecture students Matt Biglin and Clarke Lewis

Exhibit 2. Example Energy Efficiency Brochure for Residents Given out at Habitat Work Days

**Exhibit 1: Community Pavilion Design**

By UM Architecture students Matt Biglin and Clarke Lewis

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**Exhibit 2: Example Energy Efficiency Brochure for Residents Given out at Habitat Work Days**

**Energy Efficiency in Washtenaw County**

**How to Achieve Energy Efficiency and Save Money on Utility Bills**

**Habitat for Humanity of Huron Valley Programs**

**Furnace Test & Tune Program**

Homeowners may qualify for a free furnace tune-up, along with energy saving measures—all at no cost! If your furnace is dangerous or faulty, you may qualify for a new, energy efficient furnace for a small monthly payment.

Phone: (734) 769-9441 Website: http://www.hfh.org/energy-efficiency-furnace-test-tune-program/

**Refrigerator Replacement Program**

Replace your refrigerator before December 3000 if you qualify for a free, energy-efficient refrigerator, delivered to your home. Homeowners and renters may apply.

Phone: (734) 769-9441 Website: http://www.hfh.org/energy-efficiency-refrigerator-replacement-program/

**Domestic Critical Home Repair Program**

US military, veteran homeowners may be eligible for up to $15,000 in home repairs to address safety and energy efficient issues. Small monthly payment is required.

Phone: (734) 769-3238 Website: http://www.hfh.org/home-repair-program/

**Weatherization Program**

Families and individual partners with Habitat and community volunteers to remove a home, part of the siding and weatherization staff to have the work removed.

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**Office of Community & Economic Development**

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**Habitat for Humanity**

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**9**
Exhibit 3. Proposed Advisory Committee Membership for Second Phase

U-M Faculty Mentors:
• Associate Dean Phyllis D. Meadows, PhD, MSN, R.N. University of Michigan, School of Public Health (SPH)
• Assistant Professor Ana Paula Pimental Walker, University of Michigan, Taubman College of Architecture and Urban Planning (TCAUP)

U-M Student Members:
• Kevin Boehnke, PhD candidate, SPH, Environmental Health Sciences (EHS)
• Matt Ferris-Smith, masters student, TCAUP and School of Natural Resources and Environment
• Patricia Koman, MPP, PhD pre-candidate, SPH, EHS Environmental Epidemiology
• Haley Mullins, masters student, SPH, EHS, Nutrition and member of Public Health in Action Student Teams

Committed Partner Organizations:
• Habitat for Humanity
• New West Willow Neighborhood Association
• University of Michigan –School of Public Health, Public Health in Action Student Teams
• Washtenaw County Economic and Community Development
• Washtenaw County Public Health

Advisory Group:
• Associate Dean Phyllis Meadows, University of Michigan, School of Public Health
• Professor Doug Kelbaugh, University of Michigan, TCAUP
• Assistant Professor Ana Paula Pimental Walker, University of Michigan, TCAUP
• Dr. Gail Hohner, Multidisciplinary Design Program, University of Michigan College of Engineering
• Mr. Paul Fontaine, MECC Project Manager, University of Michigan, TCAUP
• Mr. Eric Deuweke, MUP, Lecturer, University of Michigan, TCAUP
• Mr. Matt Naud, Environmental Coordinator, City of Ann Arbor
• Ms. Linda Mealing, President, New West Willow Neighborhood Association
• Ms. Sarah Teare, Habitat for Humanity of Huron Valley
• Ms. Shataura Clayton, West Willow representative, Habitat for Humanity of Huron Valley
• Ms. Danielle Thoe, MUP, Habitat for Humanity of Huron Valley
• Ms. Sharon Sheldon, MPH, Washtenaw County Public Health Department
• Mr. Stephen Wade, MUP, Management Analyst, Washtenaw County Office of Community and Economic Development
• Ms. Patricia Koman, MPP, pre-candidate PhD, University of Michigan, SPH
• Ms. Phoebe Goldberg, MPH, University of Michigan, SPH, Office of Public Health Practice
• Mr. Frank Quigg, landlord representative